



MG Robert M Joyce, Installation Management Academy
School for Family and MWR

NAF Personnel Management:

Recruitment, Readiness & Retention

Session 3
Participant Guide



Virtual Classroom Course

Resumes – how to get the best out of them

“It is my belief that a resume should be used as a proposal, not spam.” ~**Hannah Morgan**

In Session 3 of the NAF Personnel Management virtual course, learners will explore examples of resume matrices, develop criterion and scoring tool for specific position, check your knowledge of *OPM Structured interview: A practical guide*, emphasizing the best practice of conducting structured interviews. We will share the best practice of developing behavior-based interview question and finish the session by developing an interview question for a specific position.

Objectives

- Develop decision factors (criterion) based on qualifications; include scoring tool
- Score resumes for NAF03 Recreation Assistant
- Investigate merits for behavior-based interviewing
- Develop a behavior-based interview question, rating scale and expected responses focusing on the developed assessment questions, resume criterion, and PDP/KSAs

Pre-Session

- Read HO-003-PM(StructuredInterviews)
- Review JA-003-PM(MatrixExamples) (Included in Participant Guide)

In addition to the Participant Guide, have available:

1. JA-002-PM(PDP Rec Assist-Sports(NF03))
2. JA-003-PM(MatrixExamples)

Adobe Connect:

Your virtual classroom is located at: <https://sfmwr.acms.com/pm>

Please login 15 minutes prior to the start of your session

Conference Calling



OCONUS

For OCONUS there are several dialing options. You will need to test each option to determine which one is best for your location.

Option 1 – dial 94 866-748-1120

Option 2 – dial 94 517-623-2946


Option 3 – dial 517-623-2946 as if you are dialing a local commercial number

Option 4 – dial 809-463-3376, wait for a second dial tone, and then dial 1-866-748-1120

CONUS 866-748-1120 (No DSN for CONUS calling)

Participant Pass Code: 64104442#

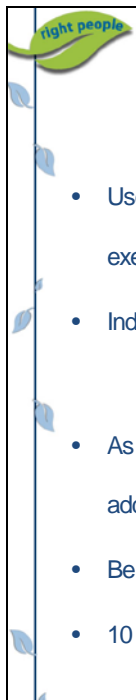
Please note: There is a lot to cover in today's session; our promise is to stick to as close to two hours as possible. You will only be given a 5 minute break to meet this goal!



Breakout Room Exercise

Activity	Technical
<ul style="list-style-type: none">• Develop two decision factors for NF03 Recreation Assistant position using job analysis included in PG p. 12.• Identify the Model and Core Competency.• Use KSAs to create scoring tool for high, medium, low• Type responses on slide• 15 minutes	<ul style="list-style-type: none">• Dial into phone sub-conferencing once you are put into BOR• To return to main phone conferencing, dial 0##• Raise your hand if you have questions

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Breakout Room Exercise

Activity	Technical
<ul style="list-style-type: none">• Use decision factors from the last exercise• Individually, score three (3) resumes (PG pp. 5-7)• As a group comes to a consensus, add information to BOR slide• Be prepared to justify rankings• 10 minutes	<ul style="list-style-type: none">• Dial into phone sub-conferencing once you are put into BOR• To return to main phone conferencing, dial 0##• Raise your hand if you have questions

OPMs Structured Interview: A practical guide

1. Select characteristic(s) of a structured Interview? Mark all that apply.
 - a) All candidates are asked the same questions in the same order
 - b) A standardized rating scale is required when conducting a panel interview
 - c) Interviewer panel members do not have to be in agreement on acceptable answers
2. The reason behavior-based questions are preferred is that they are future focused.
T/F
3. Behavior based interview questions are ____ based. Mark all that apply.
 - a) situationally
 - b) competency
 - c) behaviorally
4. Structured interviews do which of the follow?
 - a) Create interview bias
 - b) Are subjective in nature
 - c) Allow the interviewer to interject his/her opinion
 - d) Provide consistency and remove interviewer bias
5. Situational interviews have which of the following?
 - a) Low level of reliability
 - b) High level of validity
 - c) High level of legal defensibility
6. The primary purpose of the behavioral base interview question is to gather information from job candidates about their actual behavior during past experiences which demonstrate competencies required for the job. T/F

Recreation Assistant Resume Samples

Mary Smith

8 Example Avenue, New York, NY 65987

Contact #, Email Address

OBJECTIVE

Seeking a Recreation Assistant position with the Department of Veterans Affairs which will require me to utilize my skills, abilities and experience to ensure the organization's success

SUMMARY OF QUALIFICATIONS

- Over 1 year experience as Recreation Assistant
- First Aid and CPR Certified
- Highly skilled in conducting and promoting recreational activities
- In-depth knowledge of performing recreation program duties to include program set-up
- Hands-on experience in instructing participants in a range of recreational activities such as sports, crafts and active games
- Able to clean and watch equipment use
- Proven record of issuing equipment and submitting reports on condition of equipment

ACCOMPLISHMENTS

- Athletic Scholarship Candidate – Basketball Division II – ABC State University
- High school Academic All American
- First Team All State

EXPERIENCE

May 2010 – Present

- Volunteers of America – Greater New York, New York, NY
Recreation Assistant
- Greet visitors and customers enthusiastically and efficiently
- Answer the phone and forward calls to the appropriate person
- Take and deliver messages for co-workers
- Collect payments and process transactions for special events
- Perform daily close out of a cash drawer
- Perform clerical duties such as typing, copying and faxing
- Perform basic housekeeping and janitorial functions

EDUCATION

High School Diploma – May 2010

SPECIAL SKILLS AND CAPABILITIES

- Effective communication skills
- Natural interest in sports and recreation
- Basic computer skills
- Excellent knowledge of Microsoft Office Suite

Julia Smith

332 Example Street, Edmonton AB S9R 6E9

Contact #, Email Address

OBJECTIVE

Seeking a Recreational Assistant position with an organization that will allow me to completely utilize my skills

KEY QUALIFICATIONS

- Over 6 months of experience as Recreational Aide
- Comprehensive knowledge of basic sports activities, their rules, and fundamentals
- Highly skilled in organizing, planning, and directing activity programs for customers
- Able to contribute to the records of customers' development toward their goals
- Substantial knowledge of the theories and principles of supervising recreational activities
- Demonstrated ability to assign, plan, systematize, train and oversee youths and kids involved in recreation and sports activities
- Knowledge of methods, practices and tools used in recreation programs
- Profound ability to learn the methods, practices, and equipment

WORK EXPERIENCE

Oct 2011 – Present

Genesis HealthCare – Township of Monroe, NJ

Recreation Aide

- Help with the issuing and collecting of recreation supplies
- Sanitize outdoor recreation facilities and areas
- Admit customers to recreation events
- Serve food in eating area; clean and wash kitchen and utensils
- Assist employees in the conducting of recreation activities
- Refer questions from community to designated body

Summer 2010

Town of Flower Mound – Flower Mound, TX

Recreation Aide

- Assisted in planning and promoting recreation based on the requirements and interests of the customer
- Encouraged social communication throughout group recreation
- Assisted customers with leisure time recreation
- Helped in maintenance, storage, and use of the recreation department supplies
- Offered programs in all recreation part areas

EDUCATION

High School Diploma – 2011

SPECIAL SKILLS

- Good communication skills
- Great attention to detail

AMY SMITH

123 Main Street • Atlanta, Georgia • 30339

Home: (555) 555-1234, Cell: (555) 555-1235 asmith@sample~resume.com

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Objective: Seek the Position of Recreation Worker

SUMMARY: Remarkably resourceful Recreation Worker with more than four years experience in planning and conducting recreational activities, such as sports, excursions, games, creative arts, clubs, and life management skills for people considered to be in the care and/or custody of the State of Minneapolis.

Summary of Qualifications

- Profound working knowledge of recreational and athletic activities, rules, and procedures.
- Immense working knowledge of current CPR and first aid procedures and supplies.
- Uncommon working skill in administering CPR and emergency first aid procedures.
- Remarkable working skill in operating recreational and maintenance equipment.
- Uncommon working ability to deal tactfully and efficiently with the general public, especially young people.
- Proven ability to work effectively with staff including directors, supervisors, leaders, aides, groundswokers, and volunteers.
- Excellent ability to communicate both in writing and in spoken.
- Exceptional ability to read and follow instructions.
- Excellent ability to read charts and graphs.

Professional Experience

Rainbow County Department of Works, Minneapolis, MN

2002 - Present


Recreation Worker

- Operate cash register.
- Charge for services rendered.
- Make change for guests.
- Give refunds for vending machines.
- Z-Out cash register.
- Distribute and collect recreation equipment.
- Distribute shoes to customers.
- Collect shoes after customer's game.
- Assist bowlers with score keeping.
- Distribute pool balls and cue sticks to customers.
- Collect pool equipment after customers' game.
- Distribute board, card and other free-of-charge games to customers.
- Collect various free-of-charge games after customer use.
- Clean work area.
- Wipe down counter, ball returns, score tables, video games and walls each morning.
- Keep work area clean (includes keeping shoes, bowling balls and pool cues in proper place).
- Report large cleaning needs to manager.
- Run errands for managers when requested.

- Assist managers with minor bowling machine repairs.
- Help with room set-ups when requested.
- Lift, move and set up tables, chairs and other furniture.
- Set up audio/video equipment.
- Rearrange rooms when needed.
- Provide polite, effective and efficient service to all customers.

Education

High School Diploma (2002)



BO Session 1
Example

Duty: Ability to plan and promote support and set-up for a variety of sponsored events (ex. Tournaments)
Model: Functional Proficiency - Sports; Core: Sports Management Assistant
 10 pts – Involved in scheduling and planning a Recreation event(s)
 05 pts – Setup and break down Recreation event(s)
 01 pt – Knowledge of event planning

Two (2) Decision Factors & Scoring Tool
Competency based

1

2

BOR1-003-H1and2-PM (resumes)

Resume Matrix and Scoring Tool

Dial 1## for phone
sub-conferencing
BO Session 2
**Score
Resumes**

1 Mary

2 Julia

3 Amy

Return to
the main room
Dial 0##



How to Ask Questions:

Behavior-based interview questions start with

- Tell me about a time ...
- Describe a situation ...

Example focused on **Model Competency Drive for Results**; Core Competency: Customer Service

Describe a time when you interacted effectively with an irate customer.

What specific actions did you take and what was the result?

	Point Value	Responses
Unsatisfactory response	1	Didn't respond to specific question or described an interaction with customer.
Satisfactory response	5	Explained interaction and described resolution which included management involvement.
Outstanding response	10	Explained interaction and resolution which candidate resolved at his/her level. No management involvement.

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Phone Sub-Conferencing Exercise

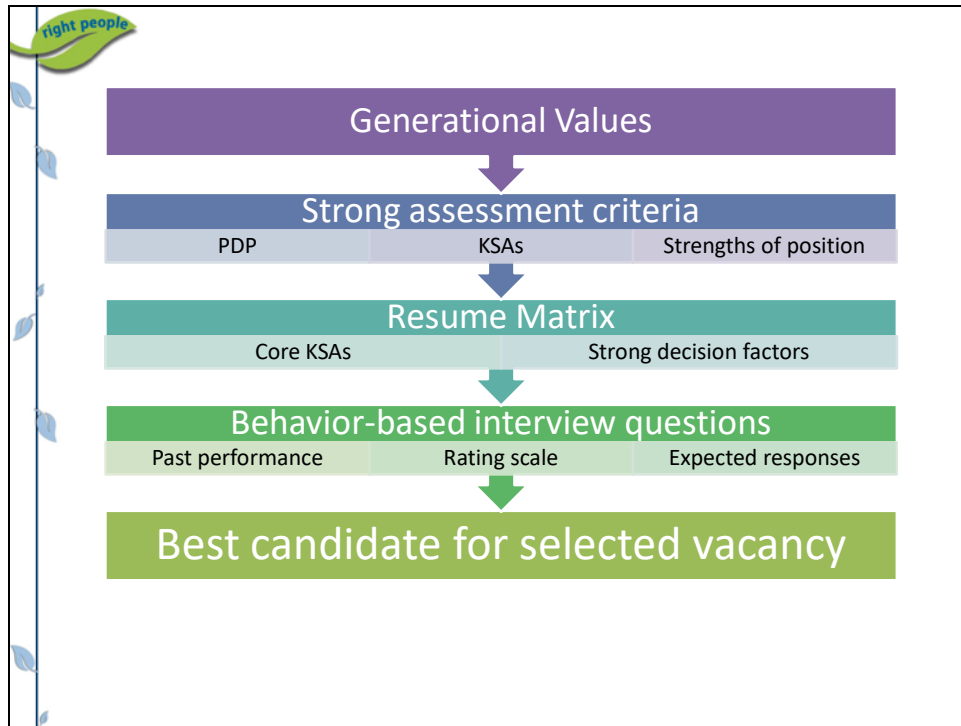
Activity

- In your group, develop one (1) behavior-based interview question for Recreation Assistant NF03 position
- Competency: Functional Proficiency
- Use *Notes* pod to type question
- 10 minutes

Technical

- Dial into phone sub-conferencing once you are put into BOR
- To return to main phone conferencing, dial 0##
- Raise your hand if you have questions

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Post-Session Assignment (3)

Assignment

- For the commonly hired positions from S2, develop five (5) behavioral-based interview questions in order to identify best qualified candidates.
 - Questions should be behavior-based
 - Include rating scale and expected responses
 - Please review the syllabus for grading rubric

Technical Directions

- Email to Patrice & James
- Due NLT midnight Thursday class Central Time.
- Use naming conventions outlined in syllabus [SmithJ-Session 3].

See syllabus and Participant Guide for Session 4 Pre-Session assignment(s).

Examples resume matrices

Example 1

CYSS Program Manager

[illegible]

Example 2

Ft. ABC, FMWR, Referral and Selection Rating List						
Announcement Number		CF12-032	DATE			
Position	CYSS Coordinator		SERIES/GR		NF-1701-05	SCORE 0
Applicant's Name			RATER			
PART I - EDUCATION AND EXPERIENCE			EXAMINERS COMMENTS/NOTES			
Factor	List of values	Points				
1. Education Level	Bachelors unrelated	0				
2. Programming Exp	Less than 1 Yr exp	0				
3. Supervisory Experience	No exp	0				
		TOTAL POINTS	0			
PART II - KNOWLEDGE, SKILLS AND ABILITIES						
Factor		List of values	Points			
1. Demonstrates abilities for the planning and executing of a large CYSS Program (CDCs, SAS, FCC, Youth Programs, SLO, Outreach) serving children and youth; birth to 18 yrs., that responds to the needs and interest of the military and civilian populations.		None	0			
2. Has work experience that demonstrates the ability, knowledge, skills, principles, methods and techniques to plan, organize, coordinate, supervise and evaluate at least 2 CYSS Programs or Activities, to include knowledge of MicroSoft program applications, CYMS, IRO, FMBS, DCPDS, ATAPPS, etc.		Limited	0			
3. Demonstrates supervisory skills and professional training in Child and Youth Program Management to include the ability to handle the accountability of government funds and resources.		None	0			
4. Demonstrates oral and written communications skills, and the ability to interact with Army and FMWR leadership, local community representatives and displays customer service skills.		Advanced	0			
		TOTAL POINTS	0			
PART III - GENERAL EVALUATION						
Factor		List of values	Points			
1. Applicant's preparation and content of resume.		Average	0			
2. Rater's evaluation of applicant's qualifications for this position.		Qualifications meet the job criteria	0			
3. Rater's comprehensive evaluation of applicant's potential within this organization.		Poor	0			
4. Intangibles (previous positions, job experience, awards, etc.).		Poor	0			
		TOTAL POINTS	0			

Example 3

[illegible]

JOB ANALYSIS for:
Recreation Assistant NF03
PD Duties/PDP KSAs

Performance Elements (Tasks)	Importance	Frequency	Notes about why the quality, preference, or skill is important to you
PD: Ability to plan and establish objectives and goals for the recreation facility.	2	1	
PD: Ability to plan & promote, support & set up for variety of sponsored events (ex: tournaments)	3	3	
PD: Issues/receives recreational equipment to authorized users.	4	5	
PD: Collects and accounts for monies, safeguards funds and makes daily deposits.	5	5	
PD: Cleans and performs minor maintenance on facilities and equipment.	4	4	
PD: Instructs customers in proper use of equipment & programs within area of responsibility.	5	5	
PD: Possess experience using a point of sale system to make transactions.	5	5	
Possess experience providing customer service.	5	5	
<u>IMPORTANCE</u> 1 = Not Important 2 = Somewhat Important 3 = Important 4 = Very Important 5 = Extremely Important			<u>FREQUENCY</u> 1 = Every few months to yearly 2 = Every few weeks to monthly 3 = Every few days to weekly 4 = Every few hours to daily 5 = Hourly to many times each hour



Session 3: Resumes and Interview Questions



5 minute break

Objectives:

- Discuss importance of a resume matrix and scoring tool
- Compose two decision factors and scoring tool for Rec Assistant position.
- Score three (3) resumes using constructed decisions factors
- Discuss best practices for conducting interviews
- Create behavior-based interview questions, rating scale and expected responses



3-2



Resume Reviews



3-3



Resumes



How do you determine which potential Team Members to invite for an interview?

3-4



Resume Matrix and Scoring Tool defined

Matrix: A tool used to evaluate the resume against a predetermined criteria (knowledge, skills or abilities) which the hiring official wants the potential Team Member to possess on day one (1) of the job.

The Scoring Tool: Assigns point values to decision factors and helps the hiring official rank the resumes.

*Ultimately there should be a top 4 – 6 resumes that you would want to consider for an interview invitation.

(*This is job specific and would change based on number of vacancies to be filled.)

3-6



Resume Matrix and Scoring Tool defined

Matrix: A tool used to evaluate the resume against a predetermined criteria (knowledge, skills or abilities) which the hiring official wants the potential Team Member to possess on day one (1) of the job.

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(This is job specific and would change based on number of vacancies to be filled.)*

3-6



Resume Matrix

What does the resume matrix do
for a Hiring Manager?

- Provides consistency among panel members
- Ranks resumes objectively
- Helps remove hiring biases
- Provides fairness to all candidates

3-7



CYS CDC Director

	<u>Program Mgt.</u> (Successful Experience managing child and youth facilities, budgets, staff, contracts) 10 pts per 5 yrs exp)	<u>Financial Mgt.</u> (Successful Experience in managing NAF resources or equivalency)	<u>Staff Development</u> (Knowledge and experience in staff development)	<u>Accreditation</u> (Successful Experience related to evaluation processes pertinent to CYS programs)	<u>Communication</u> (Experience in effectively communicating in writing and orally)
Candidate's Name					
	Maximum Score of 30 points	Maximum Score of 15 points	Maximum Score of 5 points	Maximum Score of 5 points	Maximum Score of 10 points

3-8



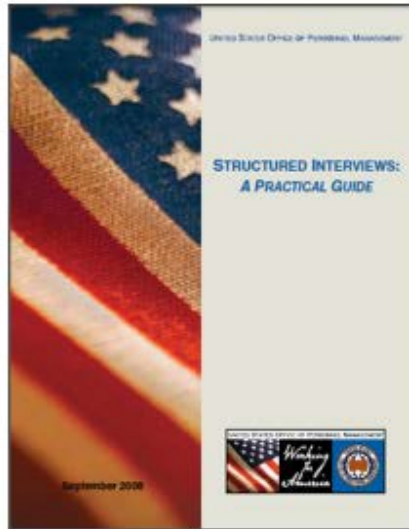
Recreation Assistant

Two (2) Decision Factors & Scoring Tool

Competency based

1	
2	

3-9



OPMs *Structured Interviews:* *A practical guide*

3-16



Best Practices

Structured Interviews

- Same questions and order
- Common rating scale
- Panel in agreement
- Eliminates bias



Behavior-based interview questions

- Actual behavior from past experience
- Best predictor of future behavior is based on past experience
- Competency based

3-17



How to Ask Questions:

Behavior-based interview questions start with

- Tell me about a time ...
- Describe a situation ...

Example focused on **Model Competency Drive for Results**; **Core Competency: Customer Service**

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	Point Value	Responses
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3-18